

To: Salt Lake City School District Board of Education

Dr. Elizabeth Grant, Superintendent of Schools

From: Dr. Leeson Taylor, Executive Director, School Leadership & Support

Date: 4/30/2025

Re: Strategic Plan for Student Success Pillar 1 Overview

Summary:

This memo provides an executive summary of the key actions and timelines related to the implementation of Goal 1: Equitable Access and Inclusion and Goal 2: Equitable Treatment from the Salt Lake City School District's Strategic Plan. The outlined efforts reflect the District's unwavering commitment to fostering inclusive, responsive, and academically rich learning environments for every student.

Goal 1: Equitable Access and Inclusion

We are committed to ensuring that every student has unobstructed entry into, participation in, and full engagement with all school programs and activities. Our work under this goal is guided by two primary objectives:

- **Objective 1: Removing Barriers to Access**

- Beginning in 2024-25 and extending through 2026-27, schools will take intentional steps to ensure students are engaged in equitable academic pathways:
 - In 2024-25, revise master schedules to increase access to a balanced curriculum, ensuring elementary students receive instruction in all core areas and that secondary students experience greater access to electives.
 - By 2025-26, introduce educational opportunity audits to inform data-driven school improvement planning, and schedule quarterly transition activities for students and families.
 - In 2026-27, engage students and families in co-designing learning and college/career readiness plans.

- **Objective 2: Supporting Full Engagement**

- Focused on eliminating participation barriers, this objective introduces systemwide supports to ensure all students thrive:
 - In 2024-25, implement annual MTSS self-assessments, launch districtwide PBIS alignment, and promote Student Services Council best practices.

- In 2025-26, provide all elementary students with quarterly enrichment activities.

Goal 2: Equitable Treatment

Our vision includes safe, respectful, and nurturing school climates where students can pursue learning free of fear or marginalization.

- **Objective 1: Meeting the Whole Child's Needs**

- We are building a learning environment where physical, emotional, and psychological safety is paramount:
 - In 2023-24, embed trauma-informed practices and SEL strategies districtwide to foster belonging and resilience.
 - In 2024-25, establish mental health teams in every school to provide immediate access to services and wraparound supports.
 - By 2026-27, expand access to district social work and nursing services, enhancing student wellness and safety.

Our implementation plan is intentionally phased to ensure quality, sustainability, and districtwide consistency. By 2029, we anticipate measurable outcomes such as narrowed achievement gaps, increased access to advanced coursework, improved student well-being, and more responsive support systems throughout all school levels.

This collective work demonstrates our belief that this work is not a destination but a process of continuous commitment. We are proud to partner with staff and our broader community in this important endeavor.

Requested Board action:

No action is requested at this time.



Strategic Plan for Student Success

Pillar 1: Education Equity, Access, and Student Support

Dr. Leeson Taylor
Executive Director
School Leadership & Support



Mission & Vision

Mission Statement

- Salt Lake City School District cultivates a love of learning in a diverse and inclusive school community, committed to educational excellence and integrity. In collaboration with families and community, we hold high expectations for all students, respond effectively to individual needs, and provide a safe, healthy environment in which every student can learn the academic, problem-solving, and social skills required for success in college, career, and life.

Vision Statement

- Excellence and Equity: every student, every classroom, every day.



Strategic Plan Pillar & Goal

Pillar

- Educational Equity, Access & Student Support

Goal

- Salt Lake City School District will ensure unobstructed entrance into, involvement, and full engagement of all learners in school programs and activities.



Overview

The purpose of this presentation is to provide the Board with an overview of Pillar 1: Education Equity, Access, and Student Support in the Strategic Plan for Student Success in a clear and thorough manner, ensuring that all necessary details are available to support informed decision-making.



Objective 1 – Access to Effective Programs

- Focus: Eliminate barriers preventing students from accessing appropriate programs and opportunities.
 - Regular educational opportunity audits
 - Balanced master schedules
 - Co-designed Individual Learning Plans (ILPs/CCRs)
 - Quarterly student transition activities



Objective 1 – Implementation & Outcomes

- Audits in PLCs, SICs, SCCs (2025–26): Achievement gap narrowed to 10%
 - Metrics: EOY Accountability Measures
- Balanced Master Schedules (2024–25): 50% electives (7–10), full core access (K–6)
 - Metrics: Schedules and sampling
- ILPs/CCRs Co-designed (2026–27): 90% meet academic criteria
 - Metrics: EOY Accountability Measures
- Transition Activities (2025–26): 80% participation
 - Metrics: Transition Activity Reports



Objective 2 – Full Engagement in Effective Programs

- Focus: Remove barriers that limit full student engagement in school experiences.
 - Enrichment experiences for all elementary students
 - Biannual MTSS self-assessments
 - Consistent PBIS implementation
 - Student Services Council (SSC) best practices



Objective 2 – Implementation & Metrics

- Enrichment (2025–26): 1 activity per quarter
- MTSS (2024–25): 55% of schools score 2.0+ by 2029
- PBIS (2024–25): 90% of schools score 18+ by 2029
- SSC Practices (2024–25): Increased documentation and delivery of interventions



Strategic Goal 2 – Equitable Treatment

- Goal Statement:
 - Salt Lake City School District will foster environments where all individuals feel accepted, valued, and safe—free from fear, humiliation, or disregard.



Objective 1 – Safe & Supportive Environments

- Focus: Address student needs so they feel safe and confident in school.
 - SEL Signature Practices
 - Trauma-Informed Approaches
 - Anti-Harassment Efforts
- Mental Health & Nursing Services
 - Social Work Access



Objective 1 – Implementation & Outcomes

- SEL (2023–24): Increased student belonging
- Trauma-Informed (2023–24): Improved access & belonging
- Anti-Harassment (2023–24): Fewer bullying/harassment incidents
- Mental Health Teams (2024–25): Increased timely access
- Nursing Services (2026–27): Expanded support & coordination
- Social Work Services (2026–27): Improved student mental well-being



Strategic Plan: Goals 1 & 2

Year-by-Year

Implementation Overview



Implementation Year: 2023–24

- Implement SEL signature practices districtwide (Goal 2, Obj. 1)
- Implement trauma-informed practices (Goal 2, Obj. 1)
- Create anti-harassment, hate-free learning environments (Goal 2, Obj. 1)



Implementation Year: 2024–25

- Design balanced master schedules (Goal 1, Obj. 1)
- Administer MTSS Self-Assessment (Goal 1, Obj. 2)
- Implement districtwide PBIS practices (Goal 1, Obj. 2)
- Support SSC best practices (Goal 1, Obj. 2)
- Create mental health teams at all schools (Goal 2, Obj. 1)



Implementation Year: 2025–26

- Begin educational opportunity audits (Goal 1, Obj. 1)
- Schedule quarterly student transition activities (Goal 1, Obj. 1)
- Provide elementary students with enrichment experiences (Goal 1, Obj. 2)



Implementation Year: 2026–27

- Implement co-designed ILPs/CCR plans (Goal 1, Obj. 1)
- Expand nursing services districtwide (Goal 2, Obj. 1)
- Enhance access to social work services (Goal 2, Obj. 1)



Closing & Next Steps

- Mid-cycle review checkpoints (2025, 2027)
- Progress monitoring via dashboards and reports
- Professional learning and community engagement